

## **Chapter 4**

### **Research Methodology**

This chapter focuses on the methodology used in conducting the study. It describes the hypotheses to be tested , the research instrument, the sampling procedure, the method of data collection and the techniques used for analyzing the data.

#### **4.1. Statement of Hypotheses**

As seen from the previous chapters, this study is actually focusing within the parameters of organization culture and decision making behavior. Quite a sufficient amount of theoretical understanding and discussion have been put forward for us in order to simplify the digestion of what actually is culture to an organization and decision making to a public bureaucrat. At the same time, it is the intention of this study to see if there is any significant correlation between the two i.e. organization culture and decision making behavior.

For the purpose of this research, much have been quoted from the work of Charles O'Reilly (1989)<sup>37</sup> on organization culture. Although it is the wish of the researcher to apply all the stated six norms that O'Reilly mentioned

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<sup>37</sup> O'Reilly, Charles, *op.cit* p.15

as indicative elements of a good organization culture which are **risk taking, rewards for change, openness, common goals, autonomy and belief in action**, limitations due to time constraint and most important of all budget, have forced the researcher to limit and simplify the scope of study by selecting the first five norms as a yardstick that should exist in a positive organization culture that is conducive for changes.

Nevertheless, O'Reilly's work has driven the researcher of this survey to seek the existence of the five norms chosen in one of our local public organization which in this case is the Ministry of Primary Industries, Malaysia. It is the interest of the researcher to look at the response of the respondents over the chosen five norms if there is any significant pattern on their behavior over the issues of risk, rewards, openness, common goals and autonomy. This is important because the feedback will help us to understand better if the existing culture practice in the organization is one that is positive and conducive towards changes or negative and theoretically resistible to changes.

Based on O'Reilly's work, the following hypothesis was then formulated:

Hypothesis 1: A positive or negative organization culture is influenced by such norms as risk taking, rewards for change, openness, common goals and autonomy.

Previous studies have also indicated that members of an organization has the tendency to follow, accept and practice the prevailing culture that they learnt at a result of interaction with other members, of what they saw and experienced. This is again what is meant by Elliot Jacques<sup>38</sup> as the customary or traditional ways of doing things, shared to a certain extent by members of the organization and which new members must also learn and accept in order to be part of the family where he or she is working. So it is believed that members of an organization tend to inherit their organization culture. This concept led to the formulation of the second hypothesis:

Hypothesis 2: Members of an organization have the tendency to inherit the existing culture in the organization and are not dynamic in attitudes towards change.

As for the second part of this research work, which is on studying the decision making behavior of the respondents, significant elements as mentioned by earlier researchers on this subject such as Worrall(1980)<sup>39</sup> with his programmed and non-programmed type of decision, Donnelly, Jr. et.al(1988)<sup>40</sup> over their concepts on personality, propensity for risk and potential for dissonance in influencing one's decision making behavior, McKenney, Keen and Morten with their arguments on decision makers

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<sup>38</sup> Beaumont, P.B., op.cit. p.35

<sup>39</sup> Worrall, Norman., op.cit., p.3

<sup>40</sup> Donnelly, James H.Jr., op.cit, p.122

that are systematic and intuitive in their thinking style and of course Rotter<sup>41</sup> over the concept of decision maker with internal or external personality type, have provided the platform and guideline in the researcher's effort to understand the concept of decision making and in drafting the questionnaires over this subject. It further facilitates to the formation of the third and the fourth hypothesis respectively:

Hypothesis 3: Factors such as decision maker's type of personality, type of decision need to be made (problem), attitude towards making decision making and decision maker's potential for dissonance, are influential onto the decision making behavior.

Hypothesis 4: Public executives are more of having external personality type and are inclined to systematic thinking rather than having internal personality type and adopt intuitive thinking approach in making decision.

Finally, this research work intends to see if there is any significant correlation between organization culture which by most researchers assumed to be as the dominant body that regulates a standard norms that must be accepted by all of its members thus explaining the reason for the members working behavior without exception to their decision making behavior. Otherwise, can it be assumed that there is no significant relationship and that the individual decision making behavior stands by itself thus proving that the influence of organization culture does go beyond decision making. In other words, a good or a bad organization

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<sup>41</sup> Noorderhaven, Neil G., op.cit p.63

culture does not guarantee a good or a bad decision. There is a possibility of having bad organization culture but still good decision making by its members and vis-a-vis. Of course if this happens it proves that the potential to be good decision maker is more of an individualistic factor alone than a result of the ability to assimilate with the accepted norms practice in the organization. This riddle has led to the formulation of the fifth and final hypothesis as stated below:

Hypothesis 5: There is a strong impact of organization culture on the decision making behavior of the public executive thus showing a significant correlation.

#### **4.2. Research instrument**

The survey instrument consisted of a ten page questionnaire divided into two parts namely section A and B(refer to appendix A). The first section dwells on the subject of organization culture and the second section focuses on the subject of decision making behavior. Each section contents sixteen closed ended questions thus giving a total of thirty-two questions per set. Each question has an option of five possible answers ranging from definitely agree to definitely disagree. The rating scale for both positive and negative statements are as follows:

+	Options	-
1	Definitely true	5
2	True	4
3	Uncertain	3
4	Not true	2
5	Definitely not true	1

The number of positive and negative statements found in both parts of the questionnaire are similar with a proportionate of nine positive and seven negative.

As mentioned earlier in this chapter, the questions for the research instrument were developed based mainly on the work of Charles O'Reilly(1989) on organization culture. As for the questions set for decision making behavior, much of the questions were designed dominantly based on the work of Donelly.Jr., et.el(1988), McKenney, Keen and Morten, and also Rotter. On the subject of organization culture, all the sixteen statements asked were mean to measure indicators that form an organization culture, namely: risk taking, rewards for change, openness, common goals and autonomy. As for questions asked with reference to decision making behavior, the sixteen statements asked were used to measure the following influential factors on decision making

behavior, namely: type of personality, type of decision to be made(problem) and potential for dissonance.

To ease the process of filling up the questionnaire, few characteristics have been applied onto the questionnaire like the usage of the national language to provide better understanding and minimize unnecessary confusion over the meaning and intention of the questions asked.

Taking into consideration the sensitivity on the area of study especially over the necessity of the respondent to response to questions intended to judge or evaluate on the kind of organization culture that prevail in their organization, the researcher has taken the initiative to minimize questions that could lead to the identity of the respondent. As such the demographic aspects of the respondent was treated as a secondary factor. However the respondents are still required to state their length of service and academic qualification (the least) in order to ensure that they are from the intended targeted group i.e. the Management and Professional group of service, ranging from Grade 3 to Grade 1 only.

#### **4.3. Sampling procedure**

For the purpose of the study, convenience sampling was used. Respondents were only confined to those that fall in the category or group

of service known as Management and Professional under the Public Service, now serving at the headquarters of the Ministry of Primary Industries, Kuala Lumpur. This particular group of service is represented by public executive officers holding Grade 1, Grade 2 and Grade 3.

As the over all number of eligible officers that fall under the targeted group of service at the Ministry of Primary Industries was small, which in this case only amounting to sixty (as shown in Table 3.1), all of them were taken as the sample for this study. Out of sixty potential respondents, a sample of thirty usable questionnaires were collected back thus giving a response rate of exactly 50%.

#### **4.4. Data collection method**

This study was carried within the constraint of time and money. Due to these factors the researcher was not able to be more comprehensive by distributing the questionnaires to more than one public organization as its population. As such only one public organization was chosen which is the Ministry of Primary Industries, Kuala Lumpur after taking into consideration two main factors namely the distance and the sample size available which are more convenience for the researcher. The questionnaire was distributed to the respondents with a covering letter from the Faculty of Economy and Administration, University of Malaya and



a self explanation note on the questionnaire explaining the objective of the study. The data collection process was completed in about six weeks.

#### **4.5. Data Analysis Techniques**

The data was analyzed by means of the Statistical Package for Social Science otherwise known as the SPSS. Several tests were performed in analyzing the data as described below.

First, the raw data were edited by the frequency test to check for the completeness, eligibility and consistency of the data and to adjust the data if needs be for further analysis.

For hypothesis 1, where the organization culture is to be assumed influence by factors of risk, rewards, openness, common goals and autonomy, a one way ANOVA was conducted. The Regression test was run through the computer to detect any significant correlation between organization culture (as the dependent variable) and the five factors mentioned (being the independent variables).

For hypothesis 2, where members of an organization are assumed to have the tendency to inherit the existing culture in the organization and are not dynamic to changes, the cross tabulation was performed.

For hypothesis 3, where decision making behavior is assumed to be influenced by factors of personality, type of decision to be made and potential for dissonance, a one way ANOVA was again conducted. Again the Regression test was run through the computer to detect any significance between decision making behavior (being the dependent variable) and the three factors mentioned (being the independent variables).

As for hypothesis 4, where it is assumed that most public executives are of having external than internal type of a personality thus more incline to a systematic thinking than an intuitive one, a cross tabulation was conducted.

Finally, for hypothesis 5, where it concludes the purpose of this survey by looking into any significant correlation between organization culture and decision making behavior, a correlation test was done.

The overall result and analysis of the survey are presented in the following chapter.